

# WITZENBERG MUNICIPALITY

## SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN

2019/2020

A Municipality that cares for the community, creating growth  
& opportunity.

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## INTRODUCTION AND OVERVIEW

### 1.1 PURPOSE OF THE REPORT

The purpose of this report is to provide an executive summary of the legislative framework that prescribes an SDBIP.

The 2019/20 Top Layer SDBIP attached to this report is hereby submitted for approval. It indicates the planned performance targets of Witzenberg Municipality for the period 1 July 2019 to 30 June 2020.

The Top Layer of the SDBIP is made up of the following components:

- ❑ One year detailed plan, with a three-year capital plan
- ❑ The necessary components includes:
  - ⇒ Monthly projection of revenue to be collected for each Source (*Expected Revenue to be collected*)
  - ⇒ Monthly projects of expenditure (operating and capital) and revenue for each vote (*S71 format*)
  - ⇒ Quarterly projects of Services Delivery Targets and performance indicators for each vote. (*Non-financial measurable performance objectives in the form of targets and indicators. Level and standard of service being provided to the community*)
  - ⇒ Detailed capital works plan broken down by ward over three year

### 1.2 LEGISLATIVE FRAMEWORK AND GENERAL INFORMATION PERTAINING TO THE SDBIP

The Municipal Finance Management Act No. 56 of 2003 (MFMA) and National Treasury MFMA Circular No. 13 requires that municipalities must prepare a service delivery budget implementation plan (SDBIP) indicating how the budget and the strategic objectives of Council will be implemented. The SDBIP is prepared in terms of Section 53(1)(c)(ii) of the Municipal Finance Management (MFMA), National Treasury MFMA Circular No. 13 and the Budgeting and Reporting Regulation.

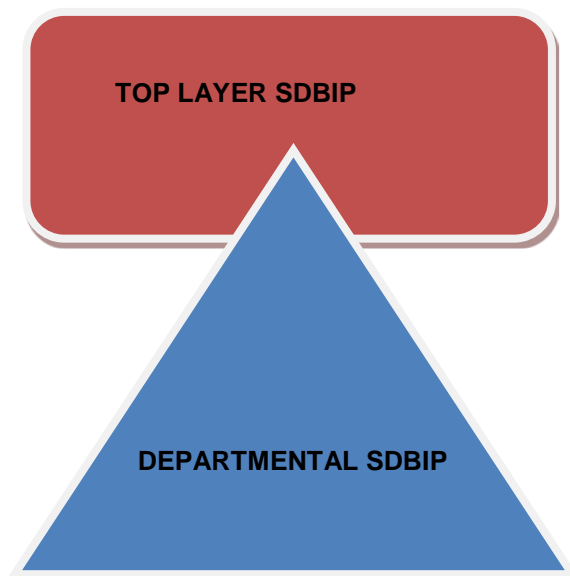
The SDBIP serves as a “contract” between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration in the applicable financial year. It provides the link between the mayor, the council (executive) and the administration, and facilitates the process for holding management accountable for its performance. It is therefore a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community to monitor the municipality’s performance on a quarterly basis. The SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the implementation of the budget,

the execution of projects, the performance of senior management and the achievement of the strategic objectives set by council.

The SDBIP sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services with the inputs and financial resources that will be utilized. The SDBIP will determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. Expenditure information (for capital projects and services) per municipal ward is provided so that each output can be broken down per ward, where it is possible to support ward councillors to provide feedback to their communities on progress with service delivery.

As mentioned before, it is a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the mayor and municipal manager to be pro-active and take remedial steps if necessary in the event of poor performance.

The SDBIP is a layered plan that consists of a top layer and a supporting layer namely the departmental SDBIP.



#### **TOP LAYER SDBIP (MUNICIPAL SCORECARD)**

Circular 13, as well as the municipal budget and reporting regulations prescribe the submission of a Top Layer SDBIP, which is focused on outcomes, to the Mayor with the budget. The Top Layer SDBIP contains the consolidated service delivery targets and in-year deadlines, and links such targets to top management. Only the Top Layer SDBIP will be made public and tabled before the council. The Top Layer SDBIP should also include per ward information, particularly for key expenditure items on capital projects and service delivery. This will enable each ward councillor and ward committee to oversee service delivery in their particular ward. The Top Layer SDBIP and its targets cannot be revised without notifying the council, and if changes are made in service delivery targets and

performance indicators, this must be with the approval of the council, following approval of an adjustments budget (section 54(1)(c) of MFMA). Council approval is necessary to ensure that the mayor or municipal manager do not revise service delivery targets downwards in the event where there is poor performance.

The Top Layer of the SDBIP must be submitted for approval to the Mayor within 14 days after the approval of the budget. The Top Layer SDBIP must be approved by the Mayor within 28 days after the budget has been approved to ensure compliance with the above-mentioned legislation and published on the municipal website.

#### **DEPARTMENTAL SDBIP**

A detailed departmental SDBIP, which is focused on operational performance, will be prepared for each municipal department. This SDBIP provides more detail on each output for which top management is responsible. The Top Layer SDBIP is therefore the summary of all the departmental SDBIP's.

#### **FACTORS CONSIDERED FOR THE COMPILATION OF THE TOP LAYER SDBIP**

The IDP is considered as the 5-year strategic plan for the municipality and therefore provides an outline of Witzenberg Municipality's vision, mission, objectives and operational and service delivery indicators that are realistic and attainable.

The Top Layer SDBIP was drafted through a one on one consultation with the Municipal Manager and all the directors. After the completion of the draft Top Layer SDBIP, the Municipal Manager had one on one session's with his directors to finalise the Top Layer SDBIP. The following were considered during the development of the SDBIP:

- Alignment with the IDP, National KPA's, Municipal KPA's and IDP objectives
- Alignment with the budget
- Oversight Committee Report on the Annual Report of 2017/18
- Annual Report of 2017/18
- The risks identified by the Internal Auditor during the municipal risk analysis
- Areas to be addressed and root causes of the Auditor-General management letter COMAFS as well as the risks identified during the audit of the 2017/18 Annual Report
- Mid-Year Performance Report (Section 72) for 2018/19

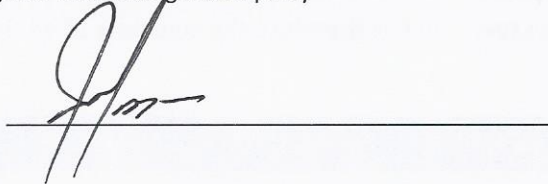
## SECTION 53(1)(C)(II) – SUBMISSION TO THE MAYOR

The top layer service delivery budget implementation plan, indicating how the budget and the strategic objectives of Council will be implemented, is herewith submitted in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA), MFMA Circular No. 13 and the Budgeting and Reporting Regulation for the necessary approval.

Print Name      D NASSON

Municipal Manager of Witzenberg Municipality

Signature



Date              2019/06/03


## SECTION 53(1)(C)(II) – APPROVAL BY THE MAYOR

The top layer service delivery budget implementation plan is herewith approved in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA).

Print Name      B Klaasen

Mayor of Witzenberg Municipality

Signature



Date              2019/06/05

## STRATEGIC MAP

<i>WITZENBERG MUNICIPALITY: STRATEGIC MAP 2019/20</i>					
Vision	Mission	Municipal KPA		Pre-determined Objectives	
A municipality that cares for its community, creating growth and opportunities.	<p>The Witzenberg Municipality is committed to improve the quality of life of its community by:</p> <ul style="list-style-type: none"> <li>- Providing &amp; maintaining affordable services</li> <li>- Promoting Social &amp; Economic Development</li> <li>- The effective &amp; efficient use of resources</li> <li>- Effective stakeholder &amp; community participation.</li> </ul>	1	Essential Services	1,1	Sustainable provision & maintenance of basic infrastructure
				1,2	Provide for the needs of informal settlements through improved services
		2	Governance	2,1	Support Institutional Transformation & Development
				2,2	Ensure financial viability.
				2,3	To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.
		3	Communal Services	3,1	Provide & maintain facilities that make citizens feel at home.
		4	Socio-Economic Support Services	4,1	Support the poor & vulnerable through programmes & policy
				4,2	Create an enabling environment to attract investment & support local economy.

## FINANCIAL COMPONENT

### COMPONENT 1 – MONTHLY REVENUE BY SOURCE R'000

Revenue By Source	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20
Property rates	37 862	3 558	2 826	2 050	2 975	3 536	3 450	3 534	3 263	3 433	3 438	2 356	72 282
Service charges - electricity revenue	23 944	22 628	20 557	16 444	16 034	16 041	16 760	19 687	25 583	25 909	24 702	36 831	265 119
Service charges - water revenue	3 005	2 238	2 059	1 842	2 172	2 382	3 053	2 506	2 741	2 653	2 479	8 771	35 901
Service charges - sanitation revenue	2 110	2 289	1 680	1 682	1 691	1 836	1 652	1 814	1 721	1 711	2 208	1 686	22 080
Service charges - refuse revenue	2 203	2 115	2 131	2 004	2 073	1 956	2 002	1 949	2 135	2 073	2 098	1 113	23 853
Rental of facilities and equipment	456	483	600	685	621	283	943	892	859	388	658	698	7 567
Interest earned - external investments	174	435	1 043	1 304	869	522	522	869	1 304	1 043	435	174	8 695
Interest earned - outstanding debtors	157	394	944	1 181	787	472	472	787	1 181	944	394	157	7 870
Fines, penalties and forfeits	390	974	2 338	2 922	1 948	1 169	1 169	1 948	2 922	2 338	974	390	19 482
Licences and permits	38	96	230	287	191	115	115	191	287	230	96	38	1 915
Agency services	73	184	440	551	367	220	220	367	551	440	184	73	3 670
Transfers and subsidies	2 769	6 923	16 616	20 770	13 847	8 308	8 308	13 847	20 770	16 616	6 923	2 769	138 467
Other revenue	194	486	1 167	1 459	973	583	583	973	1 459	1 167	486	194	9 725
<b>Total</b>	<b>73 377</b>	<b>42 801</b>	<b>52 632</b>	<b>53 181</b>	<b>44 550</b>	<b>37 424</b>	<b>39 249</b>	<b>49 365</b>	<b>64 776</b>	<b>58 946</b>	<b>45 073</b>	<b>55 252</b>	<b>616 625</b>



## COMPONENT 2 – MONTHLY OPERATING EXPENDITURE BY VOTE R'000

<u>Expenditure By Type</u>	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20
Employee related costs	14 421	17 779	15 748	16 014	16 608	16 412	16 438	18 809	11 089	16 611	15 993	16 604	192 524
Remuneration of councillors	955	955	955	955	955	955	955	955	955	955	955	955	11 459
Debt impairment	672	1 680	4 032	5 040	3 360	2 016	2 016	3 360	5 040	4 032	1 680	672	33 599
Depreciation & asset impairment	3 799	3 799	3 799	3 799	3 799	3 799	3 799	3 799	3 799	3 799	3 799	3 799	45 590
Finance charges	177	442	1 061	1 326	884	530	530	884	1 326	1 061	442	177	8 840
Bulk purchases	17 339	23 027	21 472	16 328	16 486	16 226	15 603	19 105	26 287	22 696	17 287	17 339	229 196
Other materials	352	880	2 111	2 639	1 759	1 055	1 055	1 759	2 639	2 111	880	352	17 591
Contracted services	2 661	3 461	3 423	3 537	3 625	3 570	3 201	3 548	2 785	3 477	3 329	7 113	43 731
Transfers and subsidies	619	1 548	3 716	4 644	3 096	1 858	1 858	3 096	4 644	3 716	1 548	619	30 962
Other expenditure	824	2 059	4 943	6 178	4 119	2 471	2 471	4 119	6 178	4 943	2 059	824	41 188
Loss on disposal of PPE	–	–	–	–	–	–	–	–	–	–	–	–	–
<b>Total</b>	<b>41 819</b>	<b>55 630</b>	<b>61 259</b>	<b>60 460</b>	<b>54 691</b>	<b>48 893</b>	<b>47 927</b>	<b>59 434</b>	<b>64 742</b>	<b>63 400</b>	<b>47 972</b>	<b>48 453</b>	<b>654 680</b>

### COMPONENT 3 – MONTHLY CAPITAL EXPENDITURE

KEY PERFORMANCE AREA: *ESSENTIAL SERVICES*

Strategic Objective: *1.1 Sustainable provision & maintenance of basic infrastructure*

Description	Detailed Funding Source	Budget 2019-2020	Project Start Date	Project End Date	Planned Cashflow for 2019/2020											
					Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
MV Substation Equipment	CRR	1 500 000	2019/10/05	2020/04/25				200 000	300 000			400 000	300 000	300 000		
Upgrade of LV Network Cable	CRR	1 000 000	2019/08/05	2020/05/05		200 000	200 000			100 000	100 000			200 000	200 000	
MV Network Equipment	CRR	1 000 000	2019/08/05	2020/03/25		100 000	100 000		200 000	100 000	100 000	200 000	200 000			
Upgrade of MV Cables	CRR	60 000	2019/09/05	2019/09/25			60 000									
Tools & Equipment	CRR	160 000	2019/10/05	2020/05/05				40 000		40 000		40 000			40 000	
Upgrade of Streetlights	CRR	350 000	2019/09/05	2019/11/25			50 000	150 000	150 000							
Network streets	CRR	5 000 000	2019/10/05	2020/01/25				500 000	500 000	500 000	500 000	1 000 000	1 000 000	1 000 000		
Pedestrian Route along R46/1	RSEP	870 000	2020/02/05	2020/04/25								300 000	300 000	270 000		
Aerator replacement program	CRR	500 000	2020/03/05	2020/04/25									250 000	250 000		
Refurbishment WWTW	CRR	600 000	2020/01/05	2020/04/25							300 000			300 000		
Sewer Pumps-replacement	CRR	200 000	2019/12/05	2019/12/20						200 000						
Sewer Network Replacement	CRR	1 000 000	2019/09/05	2020/03/25			270 000		250 000	250 000			230 000			
Security upgrades	CRR	300 000	2020/01/05	2020/01/25							300 000					
Tools & Equipment	CRR	100 000	2020/01/05	2020/01/25							100 000					
New Material Recovery Facility	Belgium	1 000 000	2019/10/05	2020/03/25				300 000		300 000		300 000	100 000			
Network - Storm Water Upgrade	CRR	450 000	2020/04/05	2020/04/25										450 000		
Infrastructure Management System	CRR	200 000	2019/10/05	2019/11/25				100 000	100 000							
Tools & Equipment- New	CRR	100 000	2020/01/05	2020/01/25							100 000					
Security upgrades	CRR	350 000	2020/01/05	2020/01/25							350 000					
Network- Water Pipes & Valves	CRR	1 000 000	2019/09/05	2020/01/25			200 000	300 000	300 000		200 000					
Tulbagh Dam	RBIG	16 931 304	2019/09/05	2020/06/30			1 000 000	1 000 000	3 000 000	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	1 000 000	931 304
Electrical Network Refurbishment	CRR	1 200 000	2019/08/05	2020/05/05		300 000			300 000			200 000	200 000		200 000	
Upgrade Pavement Vosstr Fr	RSEP	2 608 000	2020/01/05	2020/04/25							200 000	500 000	1 000 000	908 000		
Upgrade Pavement Vosstr Fr	CRR	1 400 000	2020/01/05	2020/02/25							400 000	1 000 000				
Fencing	CRR	1 000 000	2019/11/05	2019/12/20					500 000	500 000						
Pavement Upgrading	District	500 000	2019/09/15	2019/11/15				200 000	300 000							
Capex Vehicle Replacement	CRR	10 000	2020/02/15	2020/04/15										10 000		

**Strategic Objective:** 1.2 Provide for the needs of informal settlements through improved services

Description	Detailed Funding Source	Budget 2019-2020	Project Start Date	Project End Date	Planned Cashflow for 2019/2020											
					Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Vredebes Electrical Network	INEP	2 608 696	2019/11/05	2020/05/05					400 000	500 000	300 000	350 000	300 000	500 000	258 696	
Vredebes Streetlights	MIG	821 481	2020/01/05	2020/04/25							200 000	200 000	200 000	221 481		
Vredebes New Storm water C	MIG	3 391 441	2019/07/05	2019/10/25	500 000	1 000 000	1 000 000	891 441								
Vredebes Ph1 Busroutes	MIG	1 786 386	2019/11/05	2020/01/25					500 000	786 386	500 000					

**KEY PERFORMANCE AREA:** GOVERNANCE

**Strategic Objective:** 2.1 Support Institutional Transformation & Development  
2.2 Financial Viability  
2.3 To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.

Description	Detailed Funding Source	Budget 2019-2020	Project Start Date	Project End Date	Planned Cashflow for 2019/2020											
					Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Upgrade Council chambers	CRR	1 500 000	2019/10/05	2020/04/25				100 000	300 000	100 000	100 000	300 000	300 000	300 000		
Office Equipment	CRR	30 000	2019/11/05	2019/11/25					30 000							
Office Equipment	CRR	30 000	2019/11/05	2019/11/25					30 000							
Office Equipment	CRR	30 000	2019/11/05	2019/11/25					30 000							
Office Equipment (Director)	CRR	30 000	2019/11/05	2019/11/25					30 000							
IT Equipment	CRR	550 000	2019/11/05	2020/03/25					250 000				300 000			
Access Control - Furniture and	CRR	100 000	2019/11/05	2019/11/25					100 000							
Signage & Billboards	CRR	200 000	2019/09/05	2019/09/25			200 000									
Office Equipment	CRR	30 000	2019/09/05	2019/09/25			30 000									
Office Equipment	MIG	26 087	2020/02/05	2020/02/25								26 087				
Traffic Calming	CRR	150 000	2019/11/05	2019/11/25					150 000							
Insurance Replacements	CRR	50 000	2020/06/05	2020/06/30												50 000
Capex Fire Fighting Equipment	CRR	200 000	2019/09/05	2019/09/25			200 000									
Firefighting Response Vehicle	Prov Grant	721 739	2019/12/05	2019/12/20						721 739						
Capex Test Centre	CRR	330 000	2019/09/05	2019/10/25			150 000	180 000								
Capex: Fire Arms	CRR	165 000	2020/02/05	2020/02/25								165 000				
Tools & Equipment	CRR	150 000	2019/10/15	2020/02/15									150 000			

**KEY PERFORMANCE AREA: COMMUNAL SERVICES**

**Strategic Objective: 3.1 Provide & maintain facilities that make citizens feel at home.**

Description	Detailed Funding Source	Budget 2019-2020	Project Start Date	Project End Date	Planned Cashflow for 2019/2020											
					Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Ceres TownHall Chairs	CRR	300 000	2019/09/05	2019/09/25			300 000									
Upgrade Of Kononia Commu	CRR	50 000	2019/11/05	2019/11/25					50 000							
Chainsaws	CRR	70 000	2019/09/05	2019/09/25			70 000									
Brushcutters	CRR	100 000	2019/09/05	2019/09/25			100 000									
Irrigation equipment for parks	CRR	1 000 000	2019/09/05	2020/02/25			300 000	100 000	100 000	200 000	200 000	100 000				
Op Die Berg Public Toilets	CRR	700 000	2019/08/05	2019/11/25		200 000	100 000	200 000	200 000							
Containers 3x3m	CRR	500 000	2019/09/05	2019/09/25			500 000									
Truck 1.3 ton	CRR	350 000	2019/12/05	2019/12/20						350 000						
Expanding of Cemetery	CRR	200 000	2020/03/05	2020/03/25									200 000			
Ceres TownHall floor replacer	CRR	600 000	2020/03/05	2020/05/05									200 000	200 000	200 000	
Containers x 2	CRR	40 000	2019/09/05	2019/09/25			40 000									
Ceres upgrade Of Leyell Str S	MIG	10 434 783	2019/07/05	2020/05/05	50 000		100 000		2 000 000	500 000	500 000	2 000 000	2 000 000	2 000 000	1 284 783	
Tulbagh Sport Facilities Upgra	MIG	1 260 870	2019/11/05	2019/12/20					500 000	760 870						
Wolseley Sport Facilities Upg	MIG	1 245 040	2020/02/05	2020/03/25								500 000	745 040			
Johns Steyn Library Upgrade	Prov Grant	1 500 000	2019/08/15	2020/04/20			200 000	300 000	300 000			200 000	300 000	200 000		

**KEY PERFORMANCE AREA: SOCIO-ECONOMIC SUPPORT**

**Strategic Objective: 4.1 Support the poor & vulnerable through programmes & policy  
4.2 Create an enabling environment to attract investment & support local economy.**

Description	Detailed Funding Source	Budget 2019-2020	Project Start Date	Project End Date	Planned Cashflow for 2019/2020											
					Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Upgrade Van Breda Bridge	Prov Grant	972 174	2020/01/05	2020/04/25							272 174	200 000	200 000	300 000		

## NON-FINANCIAL COMPONENT

### KEY PERFORMANCE INDICATORS: QUARTERLY PROJECTIONS & 5 YEAR SCORECARD

KEY PERFORMANCE AREA: *ESSENTIAL SERVICES*

Strategic Objective: *1.1 Sustainable provision & maintenance of basic infrastructure*

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2017/18	Target 2019/20	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Definitions
TecDir1	% Expenditure on Maintenance Budget by Technical Directorate	Technical	99.8%	98%	25%	50%	75%	98%	98%	99%	99%	99%	Percentage reflecting year to date spend / certain maintenance budget votes of technical department. Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based. Only certain votes identified for calculation.
TecDir3	% Expenditure on Capital Budget by Technical Directorate	Technical	98%	95%	10%	40%	60%	95%	96%	97%	97%	97%	Percentage reflecting year to date spend / Total capital budget less any contingent liabilities relating to the capital budget of the technical directorate. The total capital budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.
TecWat21	Percentage compliance with drinking water quality standards.	Technical	100%	98%	98%	98%	98%	98%	98%	98%	98%	98%	Measure of potable water sample pass rate according to the SANS 241 standard. Average of sample results. Only microbiological results of Escherichia Coli are considered in the measurement. Result should be less than 1 count per 100ml.
TecWat36	Percentage of valid water connection applications connected by reporting period end	Technical	Adjusted	95%	95%	95%	95%	95%	95%	96%	97%	97%	This indicator reflects the percentage of residential valid water connection applications (where down payment has been received) connected, where the applicant has access to the municipal water network. Proxy measure for National Key Performance Indicator.
TecSan22	Percentage of valid sanitation connection applications connected by reporting period end	Technical	Adjusted	95%	95%	95%	95%	95%	95%	96%	97%	97%	This indicator reflects the percentage of residential valid sewer connection applications (where down payment has been received) connected, where the applicant has access to the municipal sewer network. Proxy measure for National Key Performance Indicator.
TecEl60	Percentage of valid electricity connection applications connected by reporting period end. (excl subsidised housing)	Technical	Adjusted	95%	95%	95%	95%	95%	95%	96%	97%	97%	This indicator reflects the percentage of residential valid electricity connection applications (where down payment has been received) connected, where the applicant has access to the municipal electrical network. Proxy measure for National Key Performance Indicator.
TecRef46	Access to the weekly removal of residential solid waste in all seven Witzenberg towns according to a publicised programme.	Technical	Adjusted	7	7	7	7	7	7	7	7	7	The removal of solid household waste in all formal accessible residential areas on a weekly basis in all 7 formalised towns according to a publicised programme. National Key Performance Indicator. Proxy measure for National Key Performance Indicator.
TecWat20	Decrease unaccounted water losses.	Technical	18%	18%	18%	18%	18%	18%	18%	16%	16%	16%	Unaccounted-for water (UFW) is the difference between the quantity of water supplied to the municipality's network and the metered quantity of water used by the customers. UFW has two components: (a) physical losses due to leakage from pipes, and (b) administrative losses due to illegal connections and under registration of water meters. The reduction of UFW is a crucial step to improve the financial health and to save scarce water resources.
TecEl37	Decrease unaccounted electricity losses.	Technical	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	Unaccounted-for electricity (UFE) is the difference between the quantity of electricity supplied to the municipality's network and the metered quantity of electricity used by the customers. UFE has two components: (a) Technical losses due to ageing/inadequate networks, and (b) administrative or non-technical losses due to illegal connections and under registration of electricity meters. The reduction of UFE is a crucial step to improve the financial health.
TecRo7	Kilometres of roads upgraded & rehabilitated	Technical	4.4	3	0	1	2	3	3	4	4	4	This indicator measures the kilometres of new roads constructed, roads upgraded & rehabilitated and resurfaced.

**Strategic Objective:** 1.2 Provide for the needs of informal settlements through improved services

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2017/18	Target 2019/20	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Definitions
TecDir2	Number of subsidised serviced sites developed.	Technical	101	0	0	0	0	0	400	0	200	200	A housing opportunity is incremental access to and or delivery of one of the following Housing products: Incremental Housing which provides a serviced site with or without tenure. A serviced site is being defined as a demarcated site with access to water & sanitation services located adjacent to a road.
TecWat22	Provide basic services - number of established informal areas with sufficient communal water services points (taps).	Technical	3	3	3	3	3	3	3	3	2	2	This indicator reflects the number of established demarcated informal areas with sufficient communal water service points. Sufficient are being defined as all households with access to water points within 200 meters radius. Certain taps may however have been vandalised or removed after provision. Excluding areas that was illegally occupied and not part of the municipalities planning initiatives. Proxy for National KPI.
TecSan13	Provide basic services - number of established informal areas with sufficient communal sanitation services points (toilets).	Technical	3	3	3	3	3	3	3	3	2	2	This indicator reflects the number of established demarcated informal areas with sufficient communal sanitation service points. Sufficient are being defined as all households with access to toilets within 200 meters radius. Certain toilets may however have been vandalised or removed after provision. Excluding areas that was illegally occupied and not part of the municipalities planning initiatives. Proxy for National KPI.
TecRef31	Improve basic services - number of established informal settlements receiving a periodic area cleansing programme.	Technical	3	3	3	3	3	3	3	3	2	2	This indicator reflects the number of established demarcated informal areas that are serviced with a periodic area cleansing programme. Excluding areas that was illegally occupied and not part of the municipalities planning initiatives. Proxy for National KPI.
TecEI36	Percentage of houses in a subsidised housing project connected to the electrical network.	Technical	New	95%	95%	95%	95%	95%	95%	95%	95%	95%	This indicator reflects the percentage of houses in a subsidised housing project connected to the electrical network. Proxy for National KPI.

**KEY PERFORMANCE AREA: GOVERNANCE**

**Strategic Objective: 2.1 Support Institutional Transformation & Development**

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2017/18	Target 2019/20	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Definitions
CorpHR13	Percentage budget spent on implementation of Workplace Skills Plan.	Corporate	98.8%	96%	25%	50%	75%	96%	96%	96%	96%	96%	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate the budget for appropriate training interventions which will address the needs arising out of Local Governments' Skills Sector Plan, the municipality's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDP's. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. Kpi measures percentage expenditure of vote allocated towards training needs as arise from WSP. Proxy for National KPI.
CorpHR12	Report on percentage of people from employment equity target groups employed in the three highest levels of management in the municipality.	Corporate	4	4 Reports	1	1	1	1	4 Reports	4 Reports	4 Reports	4 Reports	Quarterly reports on the percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan. Quarterly report submitted to Municipal Manager. National Key Performance Indicator.

**Strategic Objective: 2.2 Financial Viability**

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2017/18	Target 2019/20	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Definitions
FinFAdm10	Financial viability expressed as Debt-Coverage ratio	Finance	90	90	90	90	90	90	90	90	90	90	This indicator measures debt coverage as (total operating revenue – operating grants received) / debt service payments due within the year. This means the municipality is able to cover its debt service payments from operating revenue excluding grants number of times. Proxy for National KPI.
FinFAdm9	Financial viability expressed as Cost-Coverage ratio	Finance	3	2,8	2,8	2,8	2,8	2,8	2,8	2,8	2,8	2,8	This indicator measures: (available cash + investments) / monthly fixed operating expenditure. This indicates that with the available cash the municipality is able to pay its fixed operating expenditure for certain amount of months. Proxy for National KPI.
FinFAdm11	Financial viability expressed outstanding service debtors	Finance	49%	42%	44%	44%	44%	44%	42%	42%	40%	40%	These indicator measure service debtors to revenue (total outstanding service debtors / revenue received for services). This means that a % of revenue in the SFP is still outstanding as at year end. Proxy for National KPI.
FinDir3	Achieve an unqualified opinion of the Auditor-General on annual financial statements of the previous year.	Finance	Unqualified	Unqualified			1		Unqualified	Unqualified	Unqualified	Unqualified	This indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor General in determining his opinion. An unqualified audit opinion refers to the position where the auditor having completed his audit has no reservation as to the fairness of presentation of financial statements and their conformity with General Recognised Accounting Practices.
FinInc15	Increased revenue collection	Finance	94%	95%	95%	95%	95%	95%	95%	95%	95%	95%	This indicator reflects the percentage of revenue collected from service accounts delivered.
MM1	Percentage of budget spent on maintenance for the whole of the municipality.	Municipal Manager	99.7%	98%	25%	50%	75%	98%	98%	99%	99%	99%	Percentage reflecting year to date spend /certain maintenance budget votes. Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based. Only certain votes identified for calculation.
MM2	Percentage spend of capital budget for the whole of the municipality.	Municipal Manager	96.4%	95%	10%	40%	60%	95%	96%	97%	97%	97%	Percentage reflecting year to date spend / Total capital budget less any contingent liabilities relating to the capital budget. The total capital budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.

**Strategic Objective:** 2.3 To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2017/18	Target 2019/20	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Definitions
MMIDP9	Number of IDP community engagements held.	Municipal Manager	14	14		7		14	14	14	14	14	Bi-annual community engagements as per IDP Process Plan held in each of the 7 towns.
ComSoc49	Number of meetings with inter-governmental partners.	Community	13	12	3	6	9	12	12	12	12	12	Number of Inter-Governmental meetings attended.

**KEY PERFORMANCE AREA:** COMMUNAL SERVICES

**Strategic Objective:** 3.1 Provide & maintain facilities that make citizens feel at home.

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2017/18	Target 2019/20	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Definitions
ComAm34	Report on annual customer satisfaction survey on community facilities.	Community	1	1 Report		1			1 Report	1 Report	1 Report	2 Report	Analysis report of a community survey on community perception and satisfaction in respect of the access to and maintenance of certain community facilities.
ComDir1	% Expenditure on Maintenance Budget by Community Directorate	Community	99.7%	98%	25%	50%	75%	98%	98%	99%	99%	99%	Percentage reflecting year to date spend / certain maintenance budget votes of community department. Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based. Only certain votes identified for calculation.
ComDir2	% Expenditure on Capital Budget by Community Directorate	Community	97.1%	95%	10%	40%	60%	95%	96%	97%	97%	97%	Percentage reflecting year to date spend / Total capital budget less any contingent liabilities relating to the capital budget of the community directorate. The total capital budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.



**KEY PERFORMANCE AREA:** *SOCIO-ECONOMIC SUPPORT*

**Strategic Objective:** *4.1 Support the poor & vulnerable through programmes & policy*

Ref	Key Performance Indicator	Reporting Directorate	Baseline 2017/18	Target 2019/20	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Definitions
ComSoc41	Number of account holders subsidised through the municipality's Indigent Policy	Community	2373	4500	4500	4500	4500	4500	4500	4400	4300	4300	Refers to the number of account holders subsidised through the municipality's Indigent Policy as at the end of reporting period.
ComLed8	The number of jobs created through municipality's local economic development initiatives including capital projects.	Community	403	400	100	200	300	400	410	410	420	420	This indicator measures the number of work opportunities created through the expanded Public Works Programme (EPWP) and contracts for temporary workers and temporary workers employed through contractors on projects. Proxy for National KPI.
ComSoc 42	Number of engagements with target groups with the implementation of social development programmes.	Community	36	20	5	10	15	20	20	20	20	20	The indicator refers to the number of engagements with target groups for the implementation social developmental programmes and /or initiatives .
ComHS14	Number of housing opportunities provided per year.	Community	107	200	40	90	150	200	200	200	100	100	A housing opportunity is incremental access to and or delivery of one of the following Housing products: Practically completed Subsidy Housing which provides a minimum 40m² house.
ComHS15	Number of Rental Stock transferred	Community	39	40	10	20	30	40	45	50	50	50	Number of rental stock transferred to approved beneficiaries, using established criteria. Rental stock is being defined as subsidised houses constructed before 1994 (scheme houses) and leased by the municipality to identified and approved beneficiaries.

**Strategic Objective:** *4.2 Create an enabling environment to attract investment & support local economy.*

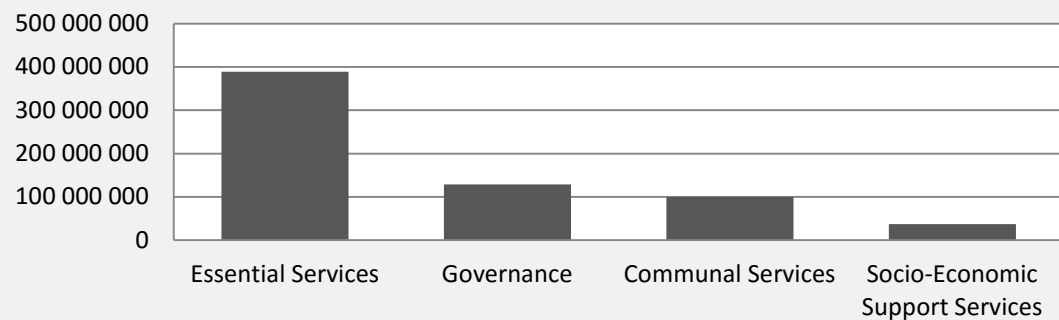
Ref	Key Performance Indicator	Reporting Directorate	Baseline 2017/18	Target 2019/20	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Definitions
ComLed19	Quarterly report to Mayco on investment incentives implemented.	Community	New	4 Reports	1	1	1	1	4 Reports	4 Reports	4 Reports	4 Reports	Quarterly report to Mayco on investment incentives implemented.
ComLed20	Quarterly report to Mayco on the Small Business Entrepreneurs Development Programme.	Community	New	4 Reports	1	1	1	1	4 Reports	4 Reports	4 Reports	4 Reports	Quarterly report to Mayco on the Small Business Entrepreneurs Development Programme.
ComLed21	Quarterly report to Mayco on the progress of the Ceres Business Initiative (CBI) Entrepreneur Programme for SMME's	Community	New	4 Reports	1	1	1	1	4 Reports	4 Reports	4 Reports	4 Reports	Quarterly report to Mayco on the progress of the Ceres Business Initiative (CBI) Entrepreneur Programme for SMME's
ComLed4	Quarterly report on the implementation of strategies and planned actions as identified in the Witzenberg LED Strategy.	Community	Adjusted	4 Reports	1	1	1	1	4 Reports	4 Reports	4 Reports	4 Reports	Progress reports on the implementation of strategies and planned actions as identified in the Witzenberg LED Strategy.

## BUDGETARY ALIGNMENT WITH IDP

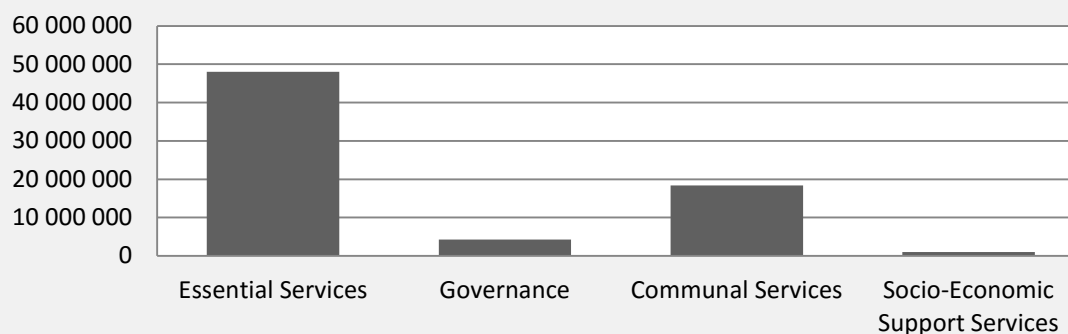
### BUDGET PER KEY PERFORMANCE AREA

<b>2019/20 Budget Linked to Key Performance Area</b>	<b>Total Budget</b>	<b>Operational Budget</b>	<b>Capital Budget</b>
Essential Services	436 782 888	388 785 580	47 997 308
Governance	133 238 752	128 945 926	4 292 826
Communal Services	118 169 788	99 819 095	18 350 693
Socio-Economic Support Services	38 101 781	37 129 607	972 174
<b>TOTAL</b>	<b>726 293 209</b>	<b>654 680 208</b>	<b>71 613 001</b>

### 2019/20 Operational Budget per Key Performance Area

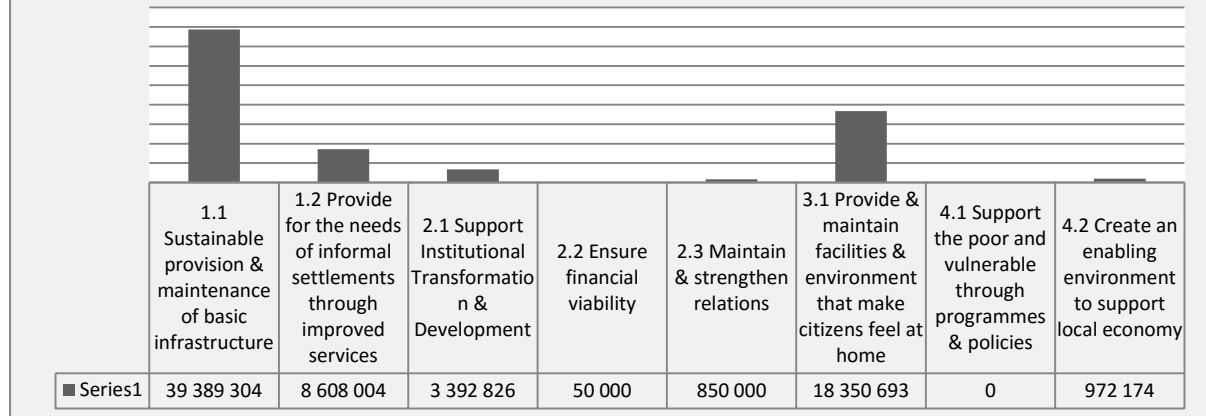


### 2019/20 Capital Budget per Key Performance Area



## BUDGET PER STRATEGIC OBJECTIVE

### 2019/20 Capital Budget per Strategic Objective



## FIVE YEAR PROJECTED CAPITAL EXPENDITURE PER WARD

Note: Outer years indicative and only for planning purposes.

KEY PERFORMANCE AREA: **ESSENTIAL SERVICES**

Strategic Objective: **1.1 Sustainable provision & maintenance of basic infrastructure**

Programme	Department Name	Description	Detailed Funding Source	Ward	Budget				
					2019/20	2020/21	2021/22	2022/23	2023/24
1.1a Upgrading of bulk resources & infrastructure	Elec Admin	MV Substation Equipment	CRR	All	1 500 000		1 500 000		1 500 000
	Sewerage	Aerator replacement programme	CRR	All	500 000		500 000		500 000
	Sewerage	Refurbishment WWTW	CRR	All	600 000		750 000		750 000
	Sewerage	Security upgrades	CRR	All	300 000	450 000		300 000	
	Solid Waste	New Material Recovery Facility/Drop Off	Belgium	3	1 000 000				
	Water	Security upgrades	CRR	All	350 000	1 200 000		450 000	
	Water	Tulbagh Dam	RBIG	11	16 931 304	20 000 000			
	Solid Waste	New Material Recovery Facility/Drop Off	MIG	All		15 000 000			
	Water	Op-Die-Berg Reservoir	MIG	8			7 500 000		
	Water	Tulbagh Reservoir	MIG	7,11			6 000 000	7 000 000	
1.1b Upgrade & maintenance of network infrastructure	Water	Tierhokskloof bulk pipeline	MIG	7				5 000 000	7 000 000
	Water	Tulbagh Dam (own)	CRR	7,11			5 000 000		
	Elec Admin	Upgrade of LV Network Cables	CRR	All	1 000 000	1 000 000		1 000 000	
	Elec Admin	MV Network Equipment	CRR	All	1 000 000	1 000 000	1 000 000		1 000 000
	Elec Admin	Upgrade of MV Cables	CRR	All	60 000	800 000	550 000		600 000
	Elec Admin	Tools & Equipment	CRR	All	160 000		100 000		150 000
	Elec Str Light	Upgrade of Streetlights	CRR	All	350 000	350 000	350 000		350 000
	Sewerage	Sewer Pumps-replacement	CRR	All	200 000	200 000	200 000	250 000	250 000
	Sewerage	Sewer Network Replacement	CRR	All	1 000 000	2 000 000	1 500 000	1 000 000	2 000 000
	Sewerage	Tools & Equipment	CRR	All	100 000	100 000	50 000	100 000	75 000
	Water	Infrastructure Management System	CRR	All	200 000		200 000		200 000
	Water	Tools & Equipment- New	CRR	All	100 000	100 000	50 000	50 000	50 000
	Water	Network- Water Pipes & Valve Replacement	CRR	All	1 000 000	2 000 000	1 500 000	1 000 000	2 000 000
	Elec Admin	Electrical Network Refurbishment	CRR	All	1 200 000			1 500 000	
	Water	Fencing	CRR	All	1 000 000			1 000 000	
	Water	Capex Vehicle Replacement Programme	CRR	All	10 000				
	Water	Grey Water System	CRR	All			3 000 000		1 500 000
	Solid Waste	Drop-offs Transfer stations	CRR	All			3 000 000	4 000 000	2 000 000

Programme	Department Name	Description	Detailed Funding Source	Ward	Budget				
					2019/20	2020/21	2021/22	2022/23	2023/24
1.1c Transport management & road maintenance	Roads	Network streets	CRR	All	5 000 000	2 500 000	2 000 000	2 500 000	2 500 000
	Roads	Pedestrian Route along R46/Nduli	RSEP	1	870 000				
	Stormwater	Network - Storm Water Upgrading	CRR	All	450 000	450 000	450 000	450 000	450 000
	Roads	Upgrade Pavement Vosstr From Retief To E	RSEP	5	2 608 000				
	Roads	Upgrade Pavement Vosstr From Retief To E	CRR	5	1 400 000				
	Roads	Pavement Upgrading	District	All	500 000				
	Roads	New taxi facility Ceres	MIG	5		4 880 000	2 120 000		
	Roads	Upgrade Van Breda bridge	CRR	3,5		4 000 000			
	Roads	Tools & Equipment	CRR	All			50 000	50 000	50 000
	Roads	NMT Sidewalks Ceres	CRR	3,5			500 000		500 000

**Strategic Objective:** 1.2 Provide for the needs of informal settlements through improved services

Programme	Department Name	Description	Detailed Funding Source	Ward	Budget				
					2019/20	2020/21	2021/22	2022/23	2023/24
1.2a Implementation of human settlement plan (serviced sites)	Elec Admin	Vredebes Electrical Network	INEP	5	2 608 696	5 565 218	4 347 826	3 500 000	3 500 000
	Elec Str Light	Vredebes Streetlights	MIG	5	821 481			1 800 000	
	Stormwater	Vredebes New Storm water Channel & Dete	MIG	5	3 391 441				
	Roads	Vredebes Ph1 Busroutes	MIG	5	1 786 386				
	Roads	Nduli Housing Roads	IHSDG	1,12			1 739 130		
	Sewerage	Nduli Housing Sanitation	IHSDG	1,12			1 739 130		
	Water	Nduli Housing Sanitation	IHSDG	1,12			1 739 130		
	Storm water	Nduli Housing Storm water	IHSDG	1,12			1 739 130		
	Water	Vredebes Internal Bulk	MIG	5				750 000	
	Storm water	Vredebes Internal Bulk	MIG	5				1 500 000	
	Roads	Vredebes Internal Bulk	MIG	5				2 500 000	
	Sewerage	Vredebes Internal Bulk	MIG	5				1 100 000	
	Roads	Vredebes Access Collector	MIG	5					16 000 000
	Roads	Vredebes Housing Roads	IHSDG	5		10 000 000			
	Water	Vredebes Housing Water	IHSDG	5		10 000 000			
	Storm water	Vredebes Housing Storm water	IHSDG	5		10 000 000			
	Sewerage	Vredebes Housing Sewerage	IHSDG	5		10 000 000			

**KEY PERFORMANCE AREA:** GOVERNANCE

**Strategic Objective:** 2.1 Support Institutional Transformation & Development

Programme	Department Name	Description	Detailed Funding Source	Ward	Budget				
					2019/20	2020/21	2021/22	2022/23	2023/24
2.1b Law enforcement & traffic	Roads	Traffic Calming	CRR	All	150 000	150 000	150 000	200 000	200 000
	Traffic	Capex Test Centre	CRR	3	330 000	363 000		150 000	
	Traffic	Capex: Fire Arms	CRR	All	165 000	181 500			
2.1d Administration	Admin	Upgrade Council chambers	CRR	3	1 500 000				
	Dir Corp	Office Equipment	CRR	All	30 000	50 000	50 000	50 000	50 000
	Dir Com	Office Equipment	CRR	All	30 000	30 000	30 000	30 000	30 000
	Dir Fin	Office Equipment	CRR	All	30 000	30 000	30 000	30 000	30 000
	Dir Tech	Office Equipment (Director)	CRR	All	30 000	30 000	30 000	30 000	30 000
	MM	Office Equipment	CRR	All	30 000	30 000	30 000	30 000	30 000
	Project Mana	Office Equipment	MIG	All	26 087	20 000		20 000	
2.1e Fleet management	Mechanical W	Tools & Equipment	CRR	All	150 000				
2.1g Disaster management & fire fighting	Fire Fighting	Capex Fire Fighting Equipment	CRR	All	200 000	200 000		350 000	
	Fire Fighting	Firefighting Response Vehicle	Prov Grant	All	721 739				

**Strategic Objective:** 2.2 Financial Viability  
2.3 To maintain and strengthen relations with international- & inter-governmental partners as well as the local community through the creation of participative structures.

Programme	Department Name	Description	Detailed Funding Source	Ward	Budget				
					2019/20	2020/21	2021/22	2022/23	2023/24
2.2b Expenditure manager	Treasury: Ad	Insurance Replacements	CRR	All	50 000				
2.3a Communication & marketing	Marketing & C	Access Control - Furniture and Equipment	CRR	All	100 000	30 000		75 000	
	Marketing & C	Signage & Billboards	CRR	All	200 000	70 000		80 000	
	Marketing & C	Camera equipment	CRR	All		20 000			20 000
2.3b ICT	IT	IT Equipment	CRR	All	550 000	600 000	550 000	600 000	650 000

**KEY PERFORMANCE AREA:** COMMUNAL SERVICES

**Strategic Objective:** 3.1 Provide & maintain facilities that make citizens feel at home.

Programme	Department Name	Description	Detailed Funding Source	Ward	Budget				
					2019/20	2020/21	2021/22	2022/23	2023/24
3.1a Upgrading & maintenance of facilities	Halls And Fa	Ceres TownHall Chairs	CRR	3	300 000				
	Halls And Fa	Upgrade Of Kononia Community Hall & You	CRR	4	50 000	200 000			
	Public Toilets	Op Die Berg Public Toilets	CRR	8	700 000	200 000			
	Halls And Fa	Containers 3x3m	CRR	All	500 000	300 000		100 000	
	Cemeteries	Expanding of Cemetery	CRR	All	200 000	200 000		200 000	300 000
	Halls And Fa	Ceres TownHall floor replacement	CRR	3	600 000				
	Recreational	Ceres upgrade Of Leyell Str Sport Facilities	MIG	3	10 434 783				
	Recreational	Tulbagh Sport Facilities Upgrade	MIG	7,11	1 260 870				500 000
	Recreational	Wolseley Sport Facilities Upgrade	MIG	7,2	1 245 040				500 000
	Library	Johns Steyn Library Upgrade	Prov Grant	3	1 500 000				
	Cemeteries	New regional cemetery	MIG	All			4 956 522	6 194 783	
	Halls And Fa	Upgrade Polo Cross Hall	CRR	1, 12			5 000 000		
	Halls And Fa	Fencing Nduli Comm Hall	CRR	1, 12			350 000		
	Recreational	Kliprug sportfield change rooms	CRR	4			600 000		
	Recreational	Sportsground development	CRR	All		400 000		400 000	400 000
	Recreational	Resurface netball courts	CRR	All		300 000		300 000	200 000

**KEY PERFORMANCE AREA:** SOCIO-ECONOMIC SUPPORT

**Strategic Objective:** 4.1 Support the poor & vulnerable through programmes & policy  
4.2 Create an enabling environment to attract investment & support local economy.

Programme	Department Name	Description	Detailed Funding Source	Ward	Budget				
					2019/20	2020/21	2021/22	2022/23	2023/24
4.2a Local economic development	Roads	Upgrade Van Breda Bridge	Prov Grant	3,5	972 174	2 608 696	7 073 913	5 700 000	
	Roads	Rehabilitation - Streets Tulbagh	CRR	11		4 500 000	2 500 000	2 500 000	3 500 000
4.2b Utilizing municipal/pul	Resorts	Chalet Furniture	CRR	3		215 732			450 000